

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

Improving diversity at IDED will enhance the attainment of our strategic objectives and business goals by providing a more balanced workforce, creating a better understanding of the targeted needs of our clients and customers and demonstrating to the citizens of Iowa our commitment to improvement.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 IDED's strategy focused mainly on our sole underutilization class (PWD). We were not completely successful on this but continue to try and meet our goal.

FY 2009 Keeping in mind the IDED's large percentage of at-will employees, the department will again target postings at meeting the underutilization but will also

expand advertising to a number of targeted resources to ensure postings are reaching as diverse group of prospective applicants as possible. These will include using the EDRNetwork available via DVRS, posting job opening announcements with DHR and their various divisional contact groups; and the League of Human Rights if possible.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 Managers, from team leaders, division coordinators and division administrators are actively involved in the recruitment process. They review applicant pools, have decision making authority on selections and can direct advertising to a specific area.

FY 2009 IDED's process will remain the same as FY2008 with the exception of expanded placement of advertising aimed at a more diverse labor pool.

The name and contact information of a primary recruitment contact for usage by DAS is:

Terry Roberson, Division Administrator - Management Liaison- 515-242-4891 or terry.roberson@iowalifechanging.com.

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

The average annual turnover rate at IDED for the last five fiscal years is 4.75%. Based upon this rate we would expect to fill seven positions for FY2009.

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

IDED's most common classification series is the at-will Administrative Assistant 3 & 4 so our difficult to fill positions would generally fall in to these classes.

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

Again, the high turnover classifications would fall to the at-will Administrative Assistant 3 & 4 positions.

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

Recruitment barriers encountered include: the overall perception of government employment by the general public and a limited supply of applicants possessing the skill set needed for positions at IDED.

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

IDED's Project Manager positions are generally the most difficult to fill with protected classes, but we have realized some success over the past fiscal year.

List the barriers that have been identified in recruitment of the protected classes:

Obtaining a reliable pool of qualified applicants from protected classes has been our most frequent barrier.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

Expanding posting base to include several targeted resources to ensure we are getting as diverse an applicant pool as possible.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

NAACP National Conference/Career Fair - Detroit; National Black MBA Assoc Career Fair - Orlando; National Society of Hispanic MBA's Houston; Society of Women Engineers - Nashville; Greater DSM Multicultural Professionals Reception - March & June; BIO Career Fair - San Diego; National Society of Black Engineers - Orlando; Diversity Roundtable - Des Moines. These functions were either attended/sponsored or both during FY08 and FY09.

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

NAACP National Conference/Career Fair - Cincinnati; National Black MBA Assoc Career Fair - Washington DC; National Society of Hispanic MBA's - Atlanta; Society of Women Engineers - Baltimore; Greater DSM Multicultural Professionals Reception Sept & Nov; Diversity Roundtable - DSM. These items represent only the first half of FY2009. The second half events will be finalized in several months.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	Text Box	Text Box	Text Box	Text Box
Resume Search Products	Text Box	Text Box	Text Box	Text Box
Standard News	Omaha World	\$15,000	Same as	\$16,000

Print	Herald; Cedar Rapids Gazette; DSM Register; Business Record and other small newspapers as needed.		FY2008	
Specialty Trade Journals	Text Box	Text Box	Text Box	Text Box
Radio	Text Box	Text Box	Text Box	Text Box
TV	Text Box	Text Box	Text Box	Text Box
Open House	Text Box	Text Box	Text Box	Text Box
Search Firms	Text Box	Text Box	Text Box	Text Box
Temporary Staffing	Text Box	Text Box	Text Box	Text Box

Other (please list):

Text Box

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

We have found BrassRing, and standard news print advertising are our most successful tools.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

Passive candidates are generally recruited via staff networking at conferences and trade shows, and by management team members from day to day contact with peers. While not really considered passive candidates, there are the occasional few that actively seek out the department.

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

IDED receives more candidates for summer internships than we have the capacity and budget to utilize. We do not hire as temporary but one of our federal programs has several Americorps members every summer.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

The IDED has not utilized temporary employment services as potential candidates to hire for a number of years. However, with the expected influx of disaster assistance dollars expected from the federal government (and being at our FTE Cap), we will need to utilize the Private Employment Organization on state contract to staff the extra workload.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Resume's are kept on file for one year and are given to managers for review as openings occur.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

FY2008 milestones were centered on the underutilized class. IDED still needs some improvement in this area.

For FY 2009, provide a timetable for those activities you plan to implement:

All of the improvements and additional efforts will be implemented upon acceptance of this plan.

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

Of the eight voluntary separations that occurred at IDED in FY2008, it is difficult to determine the most common classification since they varied from a Public Service Executive 5 to a Tourism Guide. Of the eight the largest number were in the at-will Administrative Assistant 3 & 4.

List the issues you have identified that contribute to the turnover in these classes:

Issues vary greatly. IDED had a retirement and a move out of state for marriage. Most simply found a different job including a business start-up.

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

Exit interviews are generally conducted by management or if not available the Human Resource Associate.

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

Workforce surveys are not performed at IDED at the current time.

☒ Management team meetings/exercises

Describe how these are conducted:

In December 2007, the management team participated in a Strategic Deployment session. One of the outcomes was the formation of a Human Resources Team to work on HR, Transition and Personal Development items. The team is currently meeting and making progress towards its goals.

☒ *Other methods (please describe):*

Over the past two fiscal years we have placed a number of new managers in training sponsored by PDS, including ADA, FMLA, Violence in the Workplace, etc.

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

Overall, IDED's professional and support staff possess the requisite competencies and skill sets to perform. The vast majority are professional, friendly and customer service oriented.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

With very few exceptions (remember most of IDED's positions are at-will and subject to Director discretion), we post all vacancies in-house for five days prior to placing on BrassRing or in outside sources. This is sometimes done simultaneously also.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Very few barriers exist for current staff on internal promotional opportunities provided they meet the minimum qualifications for the position. As an example, since FY2002, of the eight senior managers in IDED's four divisions, all but one have been filled with internal candidates. Another barrier (although it is a good one) is the low turnover rate DED experiences at the current time.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

No difference.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

Usually, the items checked below are discussed with employees during their annual performance evaluation and establishment of future goals.

Identify what topics you address:

- ☒ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☐ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☒ *Career progression awareness*
- ☐ *Work/life balance*
- ☐ *Other - Text Box*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☐ *Good* ☒ *Needing Improvement* ☐ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

IDED established an internal newsletter during FY2008 and also uses in-house postings for open positions and individual counselling when appropriate.

Describe any changes you plan to make around employee engagement in FY 2009:

None at this time.

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

The department has an established orientation procedure for new employees with participation from all divisions.

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

All staff are welcome to explore more educational opportunities as they relate to their positions. These can be through outside resources and PDS. We also have staff participating in CPM, Leadership Iowa and advanced degree programs at surrounding colleges and universities.

☒ *Workplace accessibility (visual, physical):*

IDED's leased facility, East Grand Office Park is a attractive office complex constructed in the mid 1980's. The hallways, restroom facilities, doors are all compliant with appropriate federal/state law.

☐ *Mentoring:*

Not being done at the current time.

☒ *Awards and Recognition:*

The department utilizes the state sponsored award programs such as Golden Dome and Volunteer awards.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

Although some staff did attend diversity related training in FY2008, the IDED is working on expanding those opportunities for FY2009.

Provide information about diversity-related training planned for FY 2009 in the text box.

All staff will attend diversity training in FY2009. Other training will be scheduled as appropriate.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

Building a diverse and talented workforce will make IDED a stronger organization enabling it to achieve results.

Describe how your managers and supervisors will be involved in diversity.

Manager involvement will include job opening application review and possible involvement in celebratory/educational events, discussion and action on diversity topics at quarterly supervisors and team leader meetings..

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

The IDED reformed it's Diversity Committee in FY07 and held a "United Nations" day over the lunch hour in the fall of 2007. This UN day enabled staff to bring in various items (including food) from their ethnic origins and explain to interested staff members. Possible items being planned for FY2009 could include "Lunch & Learn" with speakers/presenters on various topics related to diversity; and development of a diversity newsletter.